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# PROSPECTUS

FOR THE

## Innovation Group

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**formed in the interest of  
more effective technical management**

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PROSPECTUS  
for  
the INNOVATION GROUP

The Group has been founded to advance the profession of technical management. Its purposes are three:

... to enable professional technical managers and students of technical management to exchange ideas, and thus advance the art and their knowledge of it

... to help younger technical men gain an understanding of the art of technical management

... to help non-technical executives with a stake in the advance of technology to understand what is involved in the process of technical innovation.

To achieve these goals is a massive problem in communication at many levels. Therefore, as a Charter Member of the Group, you may attend its seminars on the most important issues confronting the profession ... read the results of Group-sponsored scholarly research into the principles of technical management ... participate in exclusive telephone conferences with other men in the field ... view special videotape or 16 mm film reports on material not otherwise available ... go on observation tours of important laboratories and other facilities ... read the Group's periodic special reports on the "state of the art" ...

But the most important activity of the INNOVATION Group will be its lively authoritative journal -- INNOVATION. It will communicate the best thoughts, achievements, and challenges in the area of technical advance.

As a Charter Member of the Group you will receive INNOVATION every month. It will contain 75 to 100 pages. It will be unencumbered by advertising. INNOVATION will be edited and produced by the largest and most highly paid staff ever to concern itself with the profession of management. Men who have made their mark in communication. Men who have a thorough intimacy with the technical professions, to be sure. But men who are also deeply experienced writers, reporters, and editors.

The journal will be like no other publication in the world. It will be devoted to advancing the art of technical management.

INNOVATION will be impressive: 9 x 12 inches, imaginatively illustrated, often in full color, and bound for permanence and attractiveness. A new typographic design was invented especially for INNOVATION -- a new design that makes reading more pleasant and more rewarding too.

INNOVATION promises better management -- for you, for your staff.

But more important than any look or feel of a journal, INNOVATION will bring you new techniques to aid communication among technical managers.

It will not be a collection of academic papers by "authorities" who know a lot about technology -- but know nothing about communication. Every article by a known authority will be created by working with an editor who has the professional skill to bring you the author's ideas with the same force and wit that he would convey if you talked with him face to face.

To achieve this, INNOVATION has gathered a large and experienced editorial staff. The purpose is to help you and your staff become better managers through increased knowledge of the innovative process.

The president of the INNOVATION Group is William Maass. His professional publishing experience is studded with posts such as director of scientific and technical magazines at Conover-Mast, V.P. of corporate development at Cahners Publishing, etc. He also created, launched, and supervised International Science and Technology.

The Group's executive director is Robert Colborn. His long experience in the publishing business is best exemplified by his last two positions: a managing editor of Business Week, and founding editor of International Science and Technology. Colborn ran the editorial side of IST for seven years before he and Maass joined forces to launch the INNOVATION Group.

Each month, these men and their staff of similarly experienced journalists will present articles by practicing technical managers, by scholarly students of management, behavioral scientists ... articles by anyone who can contribute to better understanding of the management of technology. Here is a sample of typical articles:

The Research Manager as Maxwell's Demon

The good manager has ideas -- but that's not his job. Sometimes he stirs up another man's ideas -- but he can't count on it. Sometimes he gives orders -- and likely does more harm than good. His real job: To defeat the second law of thermodynamics.

A Comptroller's Eye View of R&D

Never forget that the man who keeps the books is really making policy. You'd better understand what kind of policy the man who keeps book on you is making.

How Good is He? How Can I Tell?

View 1: You are a lax manager if you don't systematically evaluate each of your key creative people.  
View 2: Any man good enough to do creative work is too good to compress into a formula. Promote him, fire him, give him a raise -- but do it in his best interests.

The Management Style Of...Richard Morse...or...Edwin Land...  
or...David Lilienthal...or...Hyman Rickover...or...Some Young  
Comers You Haven't Heard of Yet.

Managing anything -- and particularly managing creative technical people -- is a personal and intuitive matter. One way to understand it is to examine the personal style of men who are good at it.

The Engineer's Hangups

Every engineer (almost) wants to be rational, orderly, precise. Every engineer (almost) wants to have fresh, inventive ideas. Most psychologists say the two goals are incompatible.

Confessions of a Headhunter

An expert finder (and stealer) of technical talent tells enough about how he works so that he prefers not to put his name on the article.

Eyeball to Eyeball? Or the Picturephone Instead?

Some companies have been experimenting with video circuits and interactive computer networks to improve communication at a distance. Will such technology ever take the place of the old-fashioned company plane?

Systems Theory. Organization Theory. Two Sides of a Coin?

One comes out of the telephone company and the engineering schools. The other from the economists and the business schools. But -- somehow -- they seem to tackle similar problems.

The Paycheck as a Communication Device

There is no message that sounds as sincere as a dollar bill. This is a thing you have to remember when you administer salaries. But it's only one of the things.

Why Everybody Hates Technology

You try to forget it, but some of your nicest neighbors think of you as a monster, the servant of a force which is blighting their lives. Doubtless they're wrong -- but here's a man who agrees with them to tell you why they think so.

If You're So Smart, Why Aren't You Rich?

When you have a technical insight -- about the importance of a new development, for instance -- it seems there ought to be a way to cash in on it in Wall Street. But ... here are some of the non-technical insights you also need.

Your Friend, the Company Treasurer

Not your best friend, maybe. But a very useful one if you can figure out how to get on terms with him.

Are You Scientific About Your Health

Your field isn't the only one that is changing fast. So is medicine. Chances are your health habits are at least ten years out of date.

The Technical Strategy of...General Electric...or...Spectraphysics...  
or...3M...or...Monsanto...or...Your Own Company

Every live company has to deal with technical change, has to manage it, react to it, exploit it, survive it. Every good company develops its own strategy, conscious or unconscious, and no two are the same.

### The President's Fancy

In your company, does every idea worth developing have to be one that pleases one top man? Even if that man is you, it's a dangerous set up. Here are some ways to avoid it.

### How to Bootleg R&D

The decision: Project X must stop! You know the decision's wrong. Can you take Project X underground without getting caught? Some have, with brilliant results.

### Managing the Odd Ball

He likes to work at night...in sandals...and won't write progress reports. But bright, bright. You could just leave him alone -- but there must be a better way.

## INNOVATION'S DEPARTMENTS

You know a little bit about INNOVATION from the brief outline you have just read. As you can see it covers every relevant phase of the business. The writing is real, not stuffy. It treats all subjects as what they are: Problems to be solved. Issues to be resolved. Ideas to be evaluated.

The profession isn't dull; neither is the writing in INNOVATION.

Not all insight comes in large pieces, such as a major illustrated article by an authority and his professional editor. INNOVATION's departments will tell you about trends the editors see developing ... what is being offered in books and other technical publications ... how members of the Group react to what is said in their journal.

TALK will gather the meaningful gossip of a volatile profession. Shrewd, light-hearted, sometimes startling, it will combine hard facts with surmise. TALK will keep members aware of the undercurrents and trends in the profession. Every month, for example, TALK will analyze the job market for technical managers ... how much, where, why ... why not ... You may find your next star manager from a thought in TALK.

RESPONSE will be your response to what's been printed in INNOVATION or to some event in the profession, or to someone else's response.

SEARCH will screen all the significant publications, all the information sources which have something to contribute, every now and then, to our understanding of the process of innovation. It will offer a thorough review of the really important books, pull out the key paragraph from a magazine article, steer members to the worthwhile films and meetings, courses and data banks. You can rely on SEARCH. And the time saved -- alone -- would more than pay your modest membership dues.

In short, then, INNOVATION will be your monthly "seminar in print." It will keep the Group up-to-date with the entire field of technical management. And it will not be circulated outside the Group.



The INNOVATION Group

... additional opportunities  
for communication among managers  
of technical innovation

Charter Membership Means  
Better Management

The Group is the organization that will bring communication to the profession, communication that cuts across the lines of department, company, discipline, specialty, and country. There will be ...

Seminars. As a member of the Group you will learn to become a better manager by attending -- if you wish -- seminars on the key issues confronting all of us. Some of the best minds of our generation will meet in fully equipped and comfortable surroundings. Meet in places like New York, Los Angeles, Chicago, Miami, San Juan, and Honolulu. (Yes, we have earned our place in the sun.)

The INNOVATION Group will sponsor scholarly research into the principles of technical management. We will make grants in support of specific research projects which the Advisory Board considers especially needed (and we welcome suggestions from members about areas where research ought to be done). We will stimulate further research in the field by offering prizes for especially meritorious work. And the results of this exclusive work will be sent free to members. The result almost has to be better management through increased information.

Telephone Conferences. The INNOVATION Group will help you to call men you might otherwise never reach. Talk to them about your management problems and opportunities. From anywhere in the country. Ask questions. Get a dialogue going. Answer a few questions yourself. Communicate.

When information can be better or more clearly understood by seeing it, the Group will create exclusive videotape and 16 mm film reports. You'll get technical management information simply not available elsewhere.

Observation Tours. You will see other managers at work and learn their problems and solutions by being able to participate in tours of important laboratories and other technical facilities. The Group will select them in the United States and abroad. Attendance is always by choice.

Special reports will be issued free to members. Periodically, these will report on the "state of the art" in technical and social areas especially important to technical managers.

Membership Certificate. After acceptance of your application (enclosed), you will receive a membership certificate. The certificate of membership would mean little, of course, were it not for your own desire to improve the whole state of technical management.

HOW TO APPLY FOR  
CHARTER MEMBERSHIP IN THE  
INNOVATION GROUP

Obviously you have been contacted because it is felt you are qualified. In order to apply, just fill out the application that has been enclosed.

You are eligible for Charter Membership in the INNOVATION Group. This means that in addition to all the privileges mentioned before, your annual dues will be only \$5. That is far less than ordinary members will have to pay. When you fill out the application, note that dues may be billed to your company, if you wish. Just fill in the Controller's name, so that we may send him the bill direct.

Don't delay. The time during which Charter Members can be accepted is limited. Fill out your application as soon as possible. It will be processed swiftly.

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The Innovation Group  
265 Madison Avenue  
New York, N. Y. 10016